

Strategic Leadership **Leading a Learning Organization**

Goddard Space Flight Center
Center Director's Colloquium

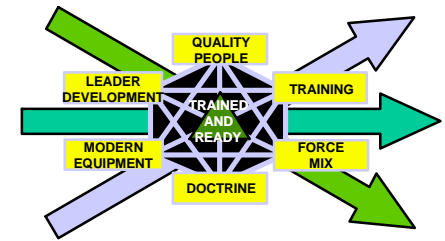
Gordon R. Sullivan, General USA (Ret.)

29 June 1999

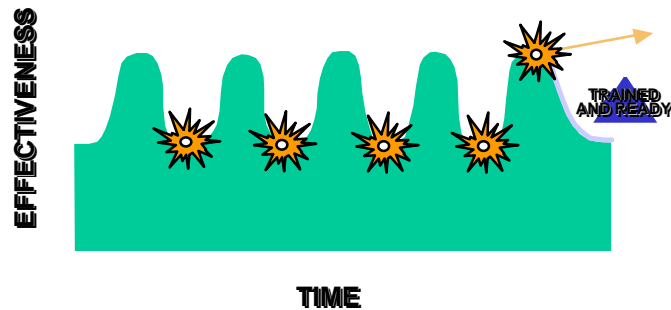
Strategic Leadership

*Strategic
Leadership is creating
a future
for your
organization*

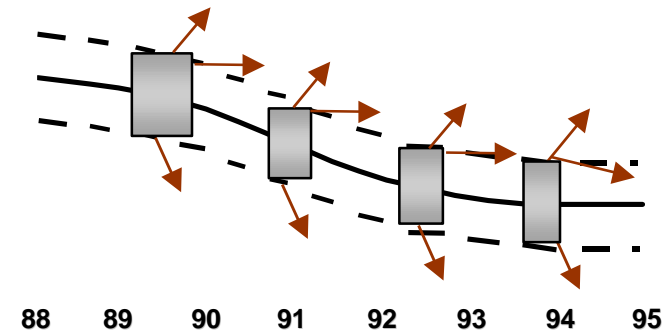
What We Knew in 1989



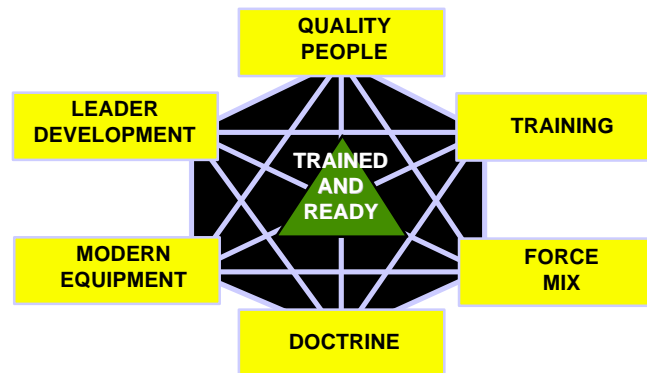
Break the Mold



Make it Smaller;
Trained and Ready



Protect the Essence

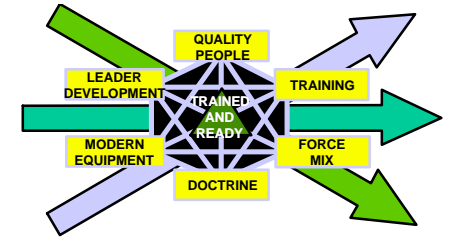


Leading Change



Leaders...make a difference!

The Nation Uses Army Forces To:



Compel



Deter



Reassure

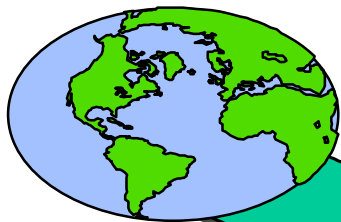
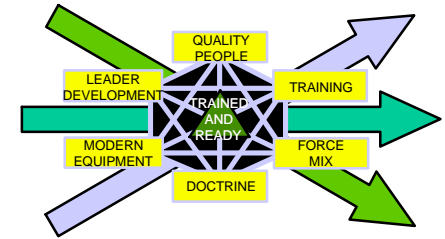


Support



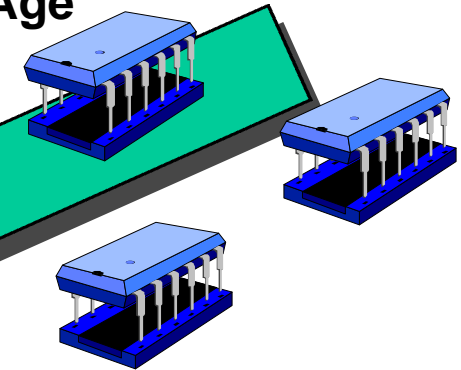
Not for Themselves but for Their Country

Forces of Change



**Proliferation &
Variety of Threats**

**Information Age
Technology**

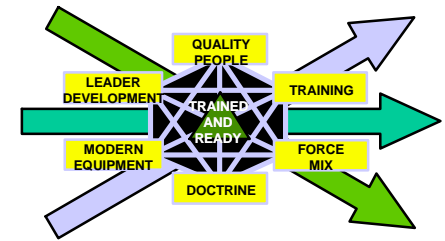


Economics



**More & Varied
Missions**

Grow Into the 21st Century



Intellectual
Change

Lessons Learned

Experimentation

Simulations

Doctrine

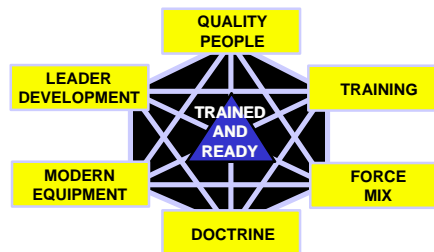
Getting
"It"
Right!

FORCE

XXI

The Vision

America's Army, trained and ready, a strategic force, serving the Nation at home and abroad, capable of decisive victory . . . into the 21st century



Combat Training Centers

Power Projection Army

Return from Europe

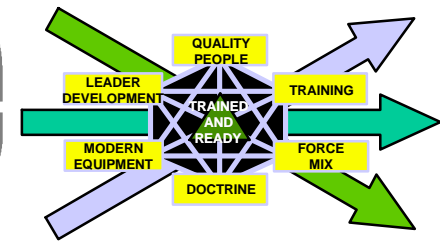
Downsizing

Physical
Change

What matters is to prevent ... being too badly wrong ... to get it right quickly when the moment arrives.

-- Michael Howard, 1973

Confront the Challenge



Reshape

Reinvent

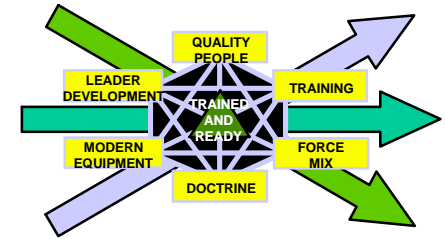
**Simultaneous
Not
Sequential**

Re-engineer

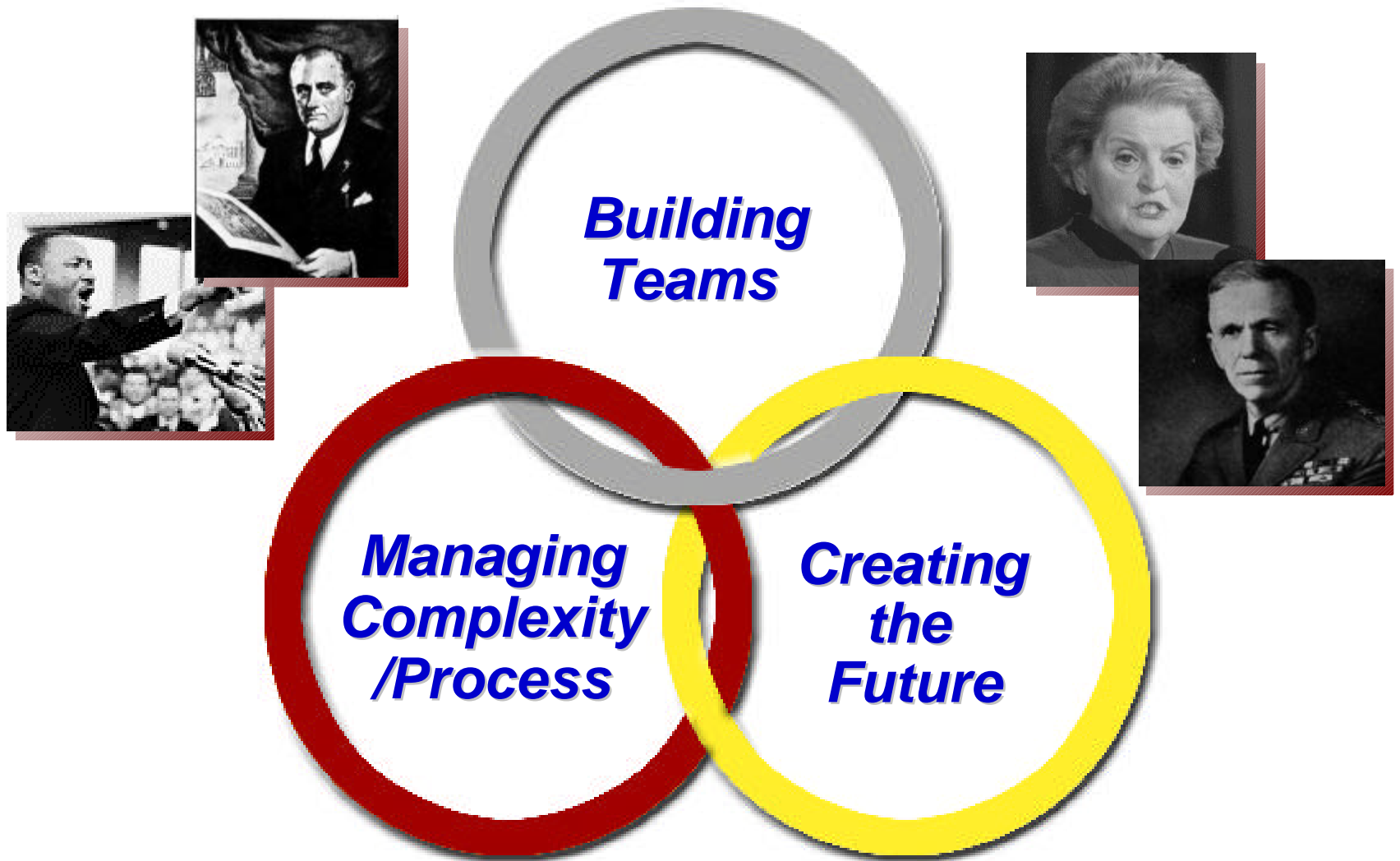
... and keep the Army

Ready

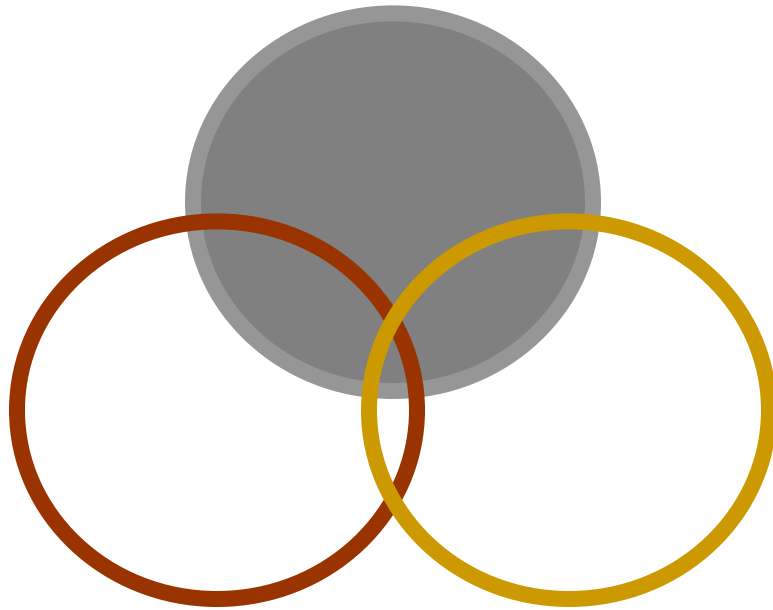
Dealing With Change



Domains of a Leader



Teaming and Learning



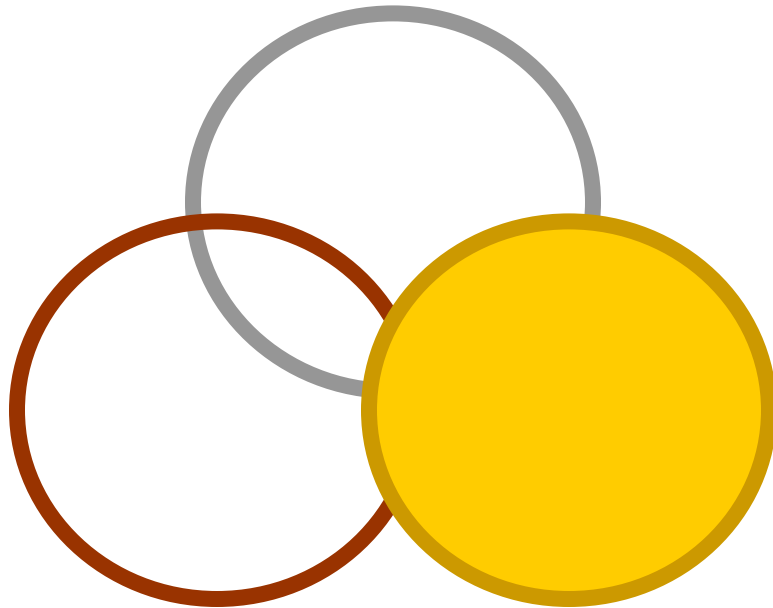
Teaming means...

- **Shared Ideas**
- **Shared Commitment**
- **Mutual Accountability**

***Teaming
requires learning...***

Leading and Learning

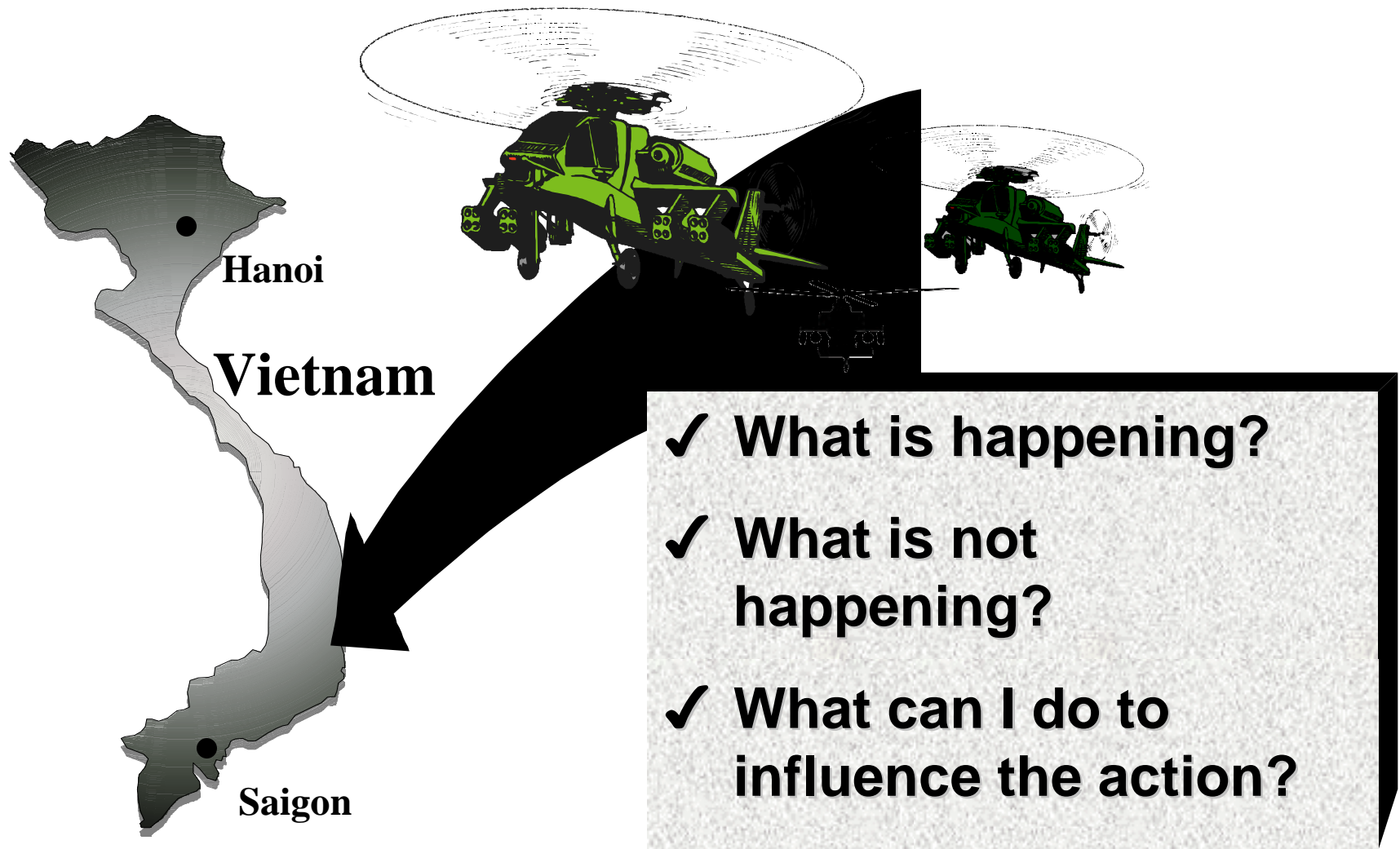
Creating the future
means...



- Facing new Challenges
- Finding new Solutions
- Developing new Skills

***Creating the future
requires learning...***

Commander's Reconnaissance



Values and Vision

Provide Leverage
for Change



Values

➡ Beliefs we honor and respect

➡ “Context” for change

- Limit what will change
- Create human dimension
- Give mean to “unmeasurables”
- Provide a foundation

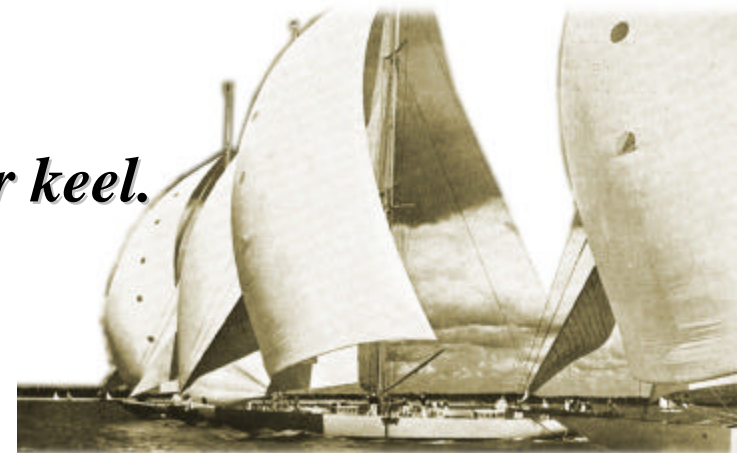
*Your values are what you take with you
into the future!*

Shared Values...

Provide a Foundation...

- ➡ *A self ordering quality*
- ➡ *A sense of purpose*
- ➡ *Continuity*

Your values are your keel.



Vision

- ➡ Statement of being
- ➡ Guides thought
- ➡ Guides planning
- ➡ Guides investment
- ➡ Pulls the organization into the future

*“When there is no vision,
the people perish.”*

Shared Vision

- ➡ Provides a corporate sense of *being*
- ➡ Provides a sense of enduring *purpose*
- ➡ Incorporates a sense of *success*
- ➡ *Transcends* day to day issues
- ➡ *Has meaning in the present and future*

Your vision is your rudder.



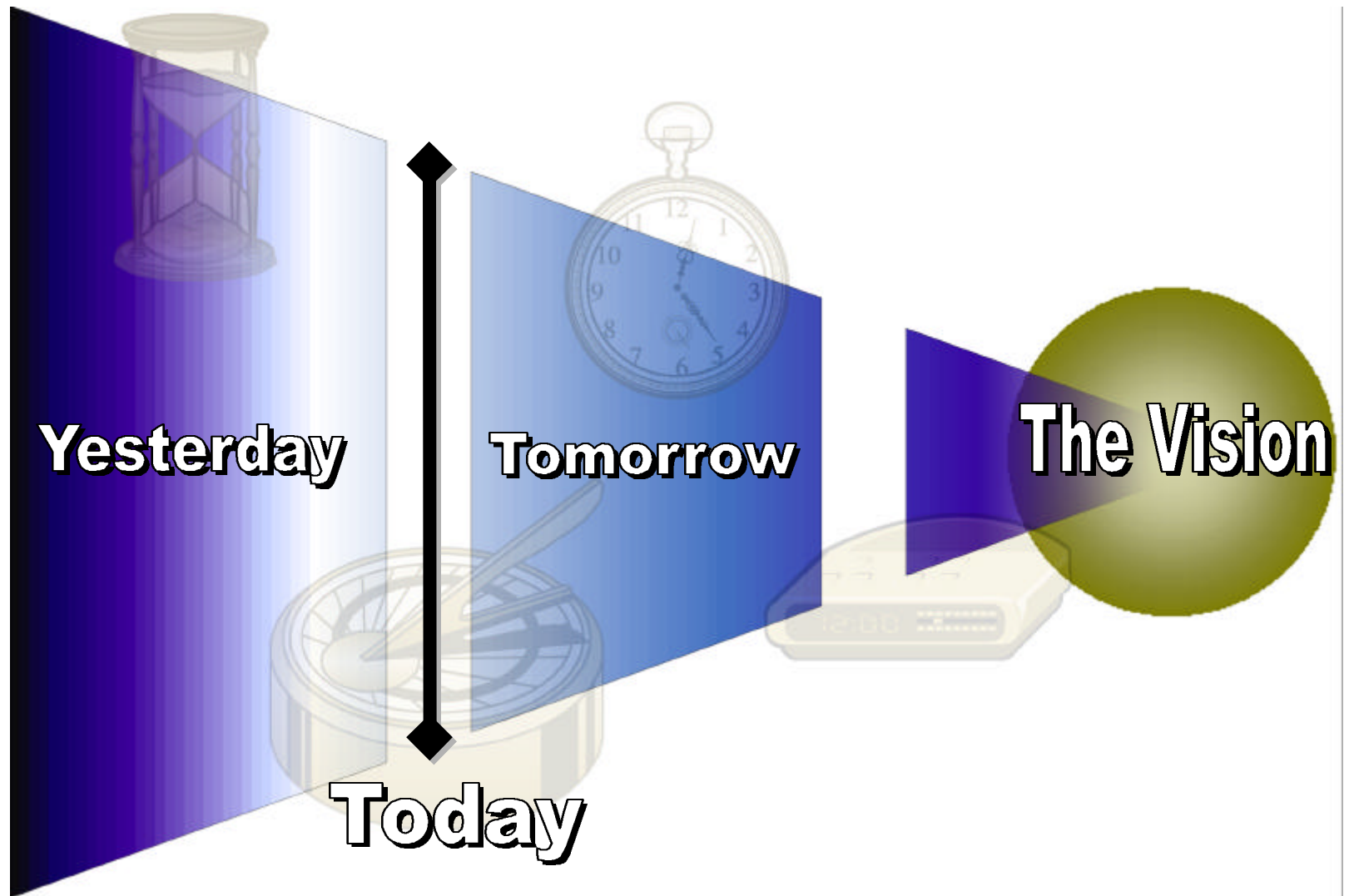
The Power of Vision

You see your goal so far ahead that when it actually occurs it's like déjà vu. We have all dreamed of this moment.

*Lisa Fernandez
Pitcher, US Women's Softball
Atlanta, 1996*



Create a Vision



Pursue the Vision



America's Army,
Trained and Ready, a Strategic
Force, Serving the Nation at Home
and Abroad,
Capable of Decisive Victory
. . . into the 21st Century.

It is a Journey . . . Not a Destination

Things I've Learned

- ➡ There Are No Universal Truths
- ➡ “We” Are “They!”
- ➡ Communicate...but Listen
- ➡ Take Time to Reflect
- ➡ Be Flexible and Resilient
- ➡ Things Generally Come Down to People
- ➡ Your Organization Will Reflect You
- ➡ You Must Have a Propensity to Act

rules

(with a small ‘r’)

- ➡ Change Is Hard Work
- ➡ Leadership Begins With Values
- ➡ Intellectual Leads Physical
- ➡ Real Change Takes Real Change
- ➡ Leadership Is a Team Sport
- ➡ Expect to Be Surprised

rules

(with a small “r” cont.)

- ➡ Today Competes With Tomorrow
- ➡ Better Is Better
- ➡ Focus on the Future
- ➡ Learn From Doing
- ➡ Grow People
- ➡ Act

Hope is not a Method

- ➡ Be Men and Women of Your Time
- ➡ Take Time to Reflect / Then Act
- ➡ Be Responsible for Your Actions
- ➡ Develop Expectations
- ➡ Build Teams
- ➡ Go for the Long Haul -- Your Successor

 **Rule 14: When in charge be in charge**

 **HOPE is not a METHOD**

 **Character**

 **Sherman to Grant**

 **FOCUS**

Strength in History

- **Values & Continuity**
- **Change & Growth**
- **Winning Tradition**
- **Transformation**



America's Army



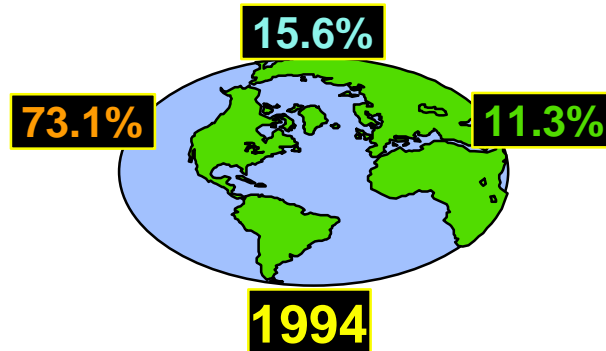
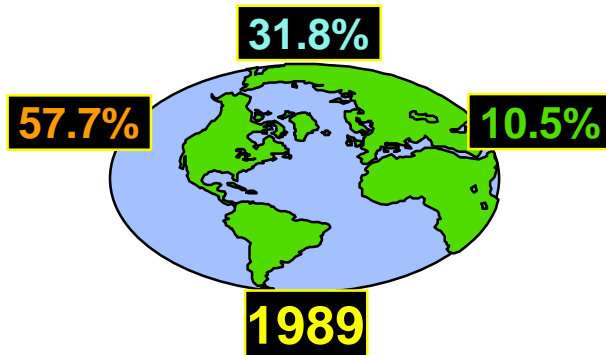
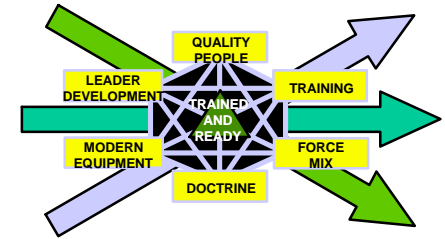
**“Our task is not to make yesterday perfect...
Our task is to move forward . . . to create a
trained and ready force for tomorrow.”**



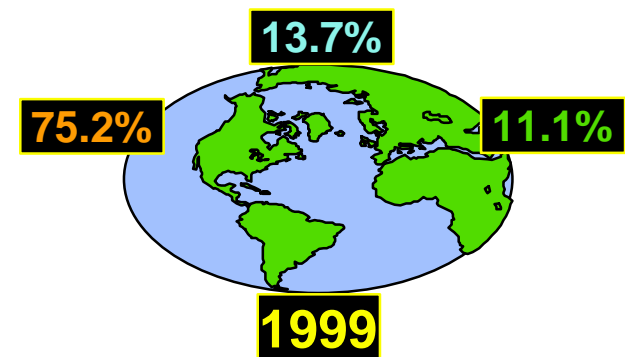
Create Learning Organizations

- **Commitment -- Vision and Values**
- **Encourage Feedback**
- **Provide Access to Information**
- **Listen -- A Lot**
- **Foster Innovation and Growth**
- **Focus on People**
- **Be open to Change**

What We Have Done

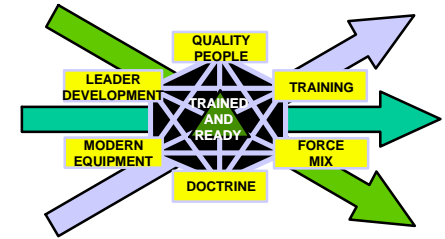


- 29% Decrease in Personnel
- 40% Decrease in Budget
- 35% Decrease in Material Base

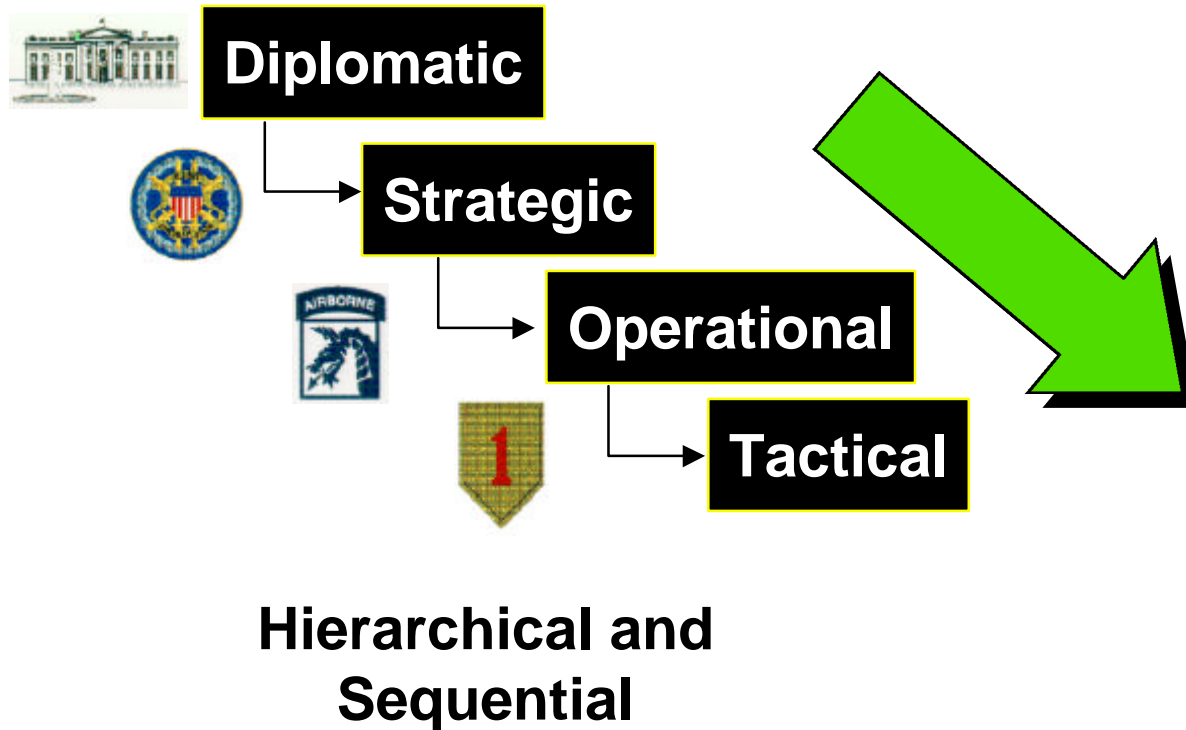


- 100 Countries
- War and "Other than War"
- Analog to Digital

Understand Reality

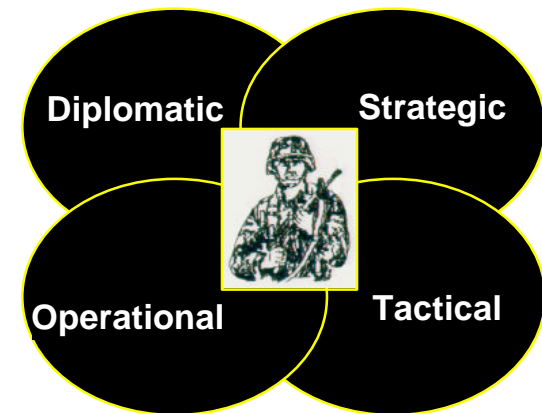


The Cold War



Hierarchical and
Sequential

Now and Tomorrow



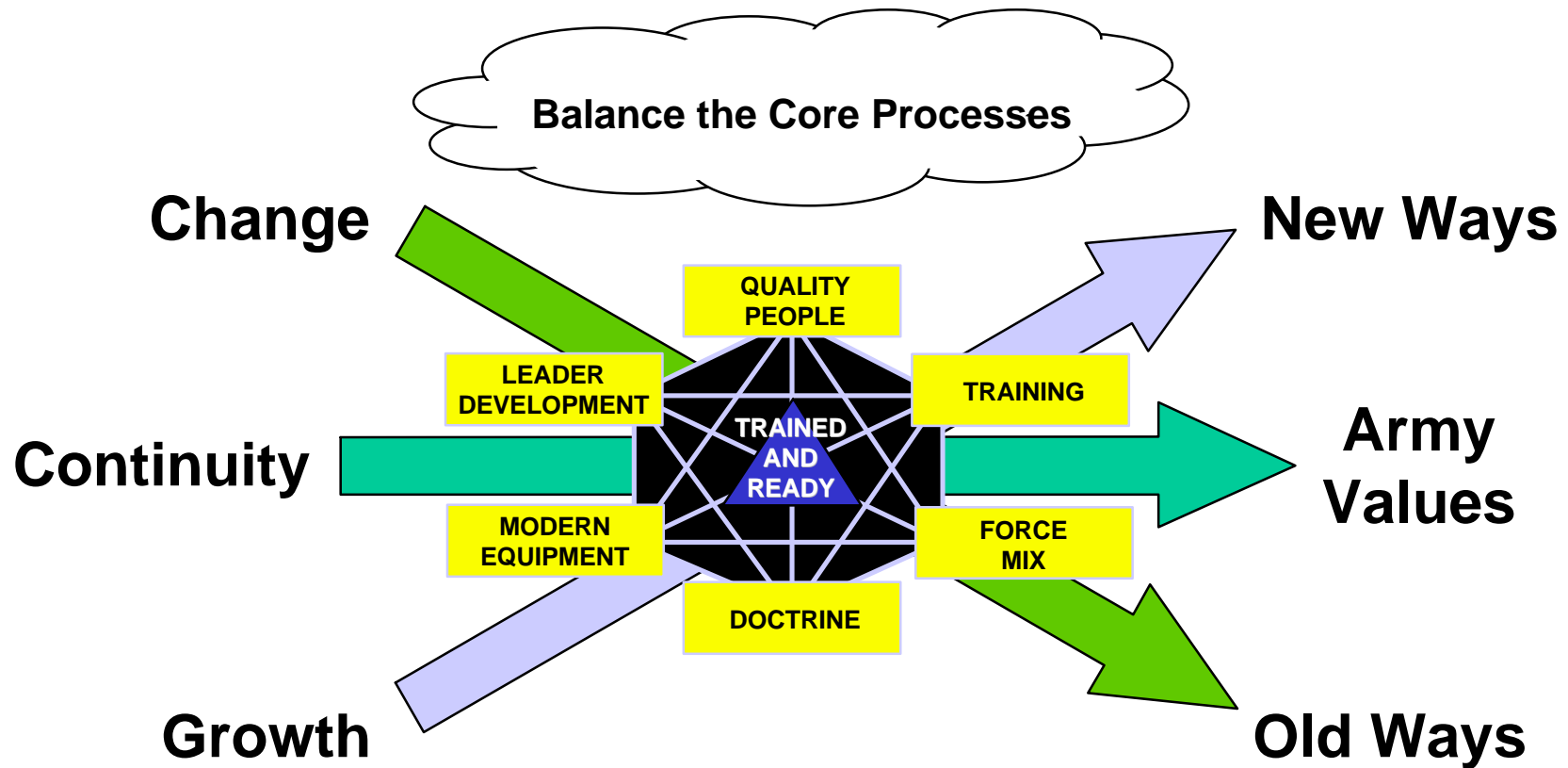
Internettted and
Simultaneous

Tactical Action has Global Impact

Summary

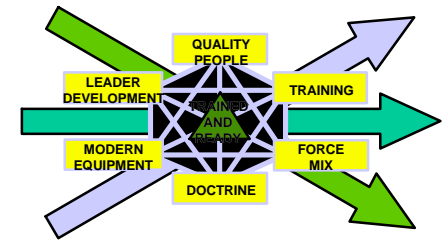
- **Focus in critical areas**
- **Implement a system to capture learning**
- **Turn individual learning into organizational learning**
- **Manage time horizons**
- **Build a learning network**

Maintain Our Focus: America's Army

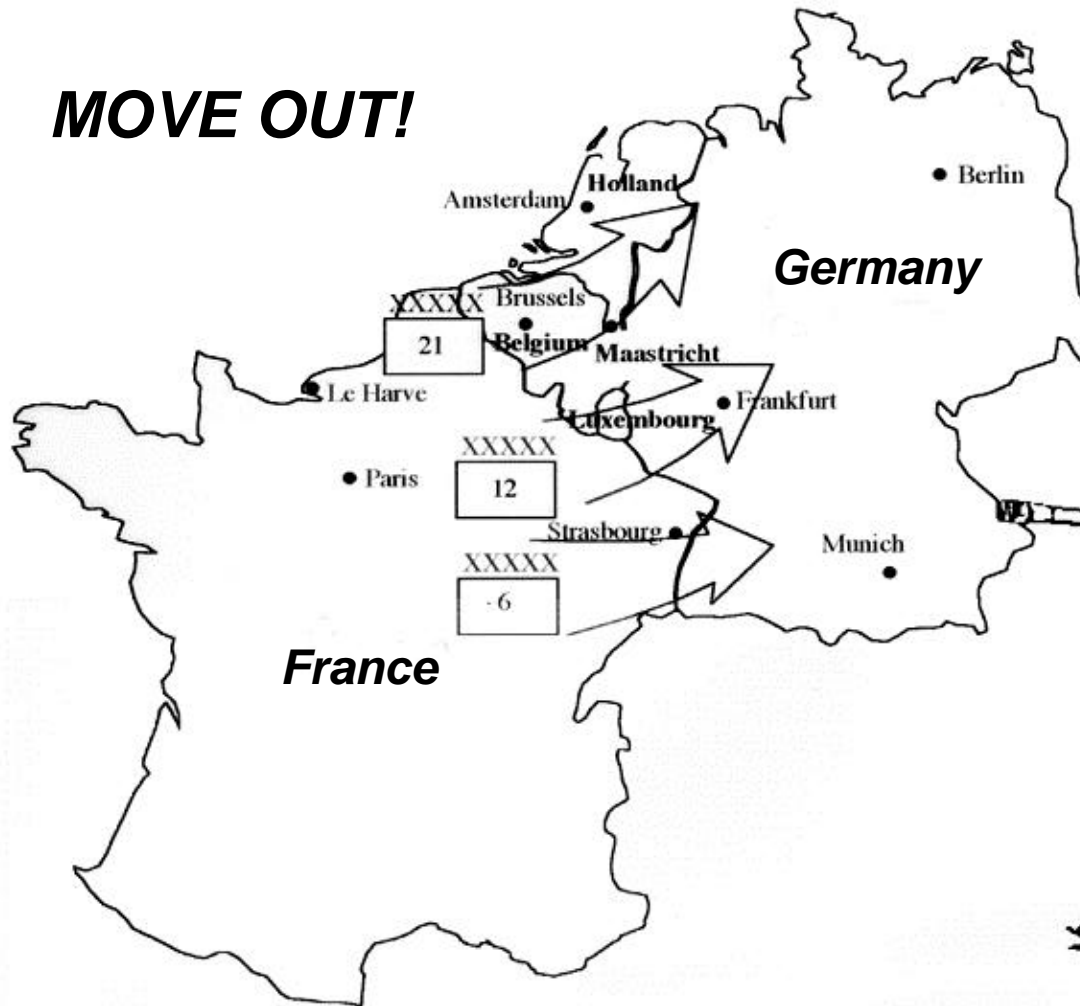


A Changing Institution in the Changing World

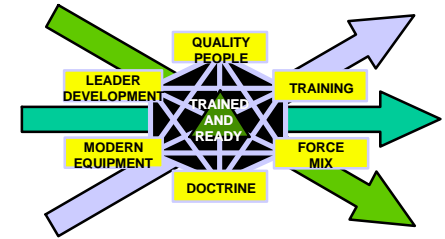
Draw Strength From History: Eisenhower at Maastricht



MOVE OUT!



Balance the Essential Processes



Ready -- To Fight and Win the Nation's Wars

- Raise a Quality force
- Keep it Trained and Ready
- Develop Leaders
- Continuously Modernize equipment
- Field the right Mix of Forces
- Base it on sound Doctrine



**... for the world as it is; not
as we wish it would be.**

Our Challenge as Senior Leaders

Commenting on the Army and LAM in 1940-1941:

We are committed to a small army, but we must have the BEST army of its size in the world . . .

The only way to do this thing is to TRY IT OUT, and if it doesn't work, find out what we need to MAKE IT WORK . . .

I have to GO AHEAD on the basis which seems most likely to produce effective results for the army as a whole . . .